

Appendix A

2003-2004 BUDGET ACTION ITEMS SUMMARY As of October 31, 2004

Action Item	12/31/2003 Status	10/31/04 Status	Due Date
1 Eliminate vacant unfunded positions.	Completed	Completed	1/03
2 Complete the transition process of filled positions eliminated in the 2003 budget.	Completed	Completed	3/03
3 Implement the prompt pay ordinance.	Completed	Completed	3/03
4 Implementation of the living wage ordinance.	Completed	Completed	3/03
5 Use of Neighborhood Support Program (NSP) funding to support off-duty police services in neighborhoods.	Completed	Completed	3/03
6 Continue Recycling and Yard Waste programs in 2004.	Completed	Completed	12/03
7 Transfer funding to the Recycling and Yard Waste programs in 2003.	Completed	Completed	5/03
8 Continue Nature Education Program in 2004.	Completed	Completed	10/03
9 Continue Health Education Program in 2004.	Completed	Completed	10/03
10 Modify Human Services Policy program funding.	In process	NA*	12/04
11 Revise the allocation of Human Services Policy Resources.	In process	NA*	12/04
12 Save \$3.0 million in the operating budget in 2003.	Completed	Completed	8/03
13 Save \$3.1 million in the operating budget in 2004.	In process	In process	12/04
14 Redirect CICA program funding.	In process	Completed	12/03
15 Anthem proceeds to create a Safe and Clean Neighborhood Fund.	Completed	Completed	6/03
16 Establish motor vehicle accident billing.	Completed	Completed	8/03
17 Increase in Police Officers.	In process	In process	8/03
18 Develop outcome-based performance measures.	In process	In process	6/03
19 Department business plans and performance contracts.	In process	Completed	12/04

* Human Services Policy funding eliminated from 2005/2006 Recommended Biennial Budget

2003-2004 BUDGET ACTION ITEMS SUMMARY
As of October 31, 2004

Action Item	12/31/2003 Status	10/31/04 Status	Due Date
20 Performance measurement, managed competition, and service contractor accountability.	Completed	Completed	5/03
21 To hire a Chief Planner.	Completed	Completed	5/03
22 Transition Employee Safety functions to Risk Management.	Completed	Completed	3/03
23 Transition Environmental Compliance and Environmental Planning functions to Risk Management.	Completed	Completed	3/03
24 Reclassify Deputy City Manager position.	Completed	Completed	2/03
25 To hire an Economic Development Director and staff.	Completed	Completed	8/03
26 Transition Office of Administrative Hearings to the Law	Completed	Completed	3/03
27 Analysis of Public Services management.	In process	Completed	9/03
28 Transition Equal Employment Opportunity Commission (EEOC) functions and non-uniform employee investigations.	Completed	Completed	3/03
29 Reorganization of Community Development and Planning.	Completed	Completed	2/03
30 Finalize Small Business Enterprise/Minority Business Enterprise (SBE/MBE) program.	Completed	Completed	6/03
31 Anthem Arts set aside of \$2.2 million for both 2003 and 2004.	Completed	Completed	1/03
32 Anthem allocation of \$15 million to the \$100 million Cincinnati Housing Development Revolving Loan Fund.	Completed	Completed	10/03
33 Funding for the Recreation Department facility rehabilitation project should be redirected from the \$7 million Over-the-Rhine Facility and savings from Managed Competition by the end of 2004.	Completed	Completed	10/03
34 Council approval needed for Anthem funded Neighborhood Reserve Fund recommendations.	Completed	Completed	12/03
35 Reserve \$1 million of the Anthem funded \$4 million Neighborhood Market Rate Fund.	Completed	Completed	5/03
36 Issue \$43 million in bonds for 2003 General Capital projects.	Completed	Completed	5/03

2003-2004 BUDGET ACTION ITEMS SUMMARY
As of October 31, 2004

Action Item	12/31/2003 Status	10/31/04 Status	Due Date
37 To develop initiatives in Cincinnati neighborhoods including housing, economic development, and infrastructure improvements for the use of the Anthem funded Neighborhood Investment Reserve funds.	Completed	Completed	12/03
38 Evaluate the Parking Facilities Fund.	In process	Completed	6/03
39 Save \$500,000 in capital resources in 2003.	Completed	Completed	6/03
40 Issue Bonds for Water Works capital projects	Completed	Completed	4/03
41 Create cleaner and safer City programs.	In process	In process	1/04
42 To set aside \$50,000 for financial literacy and Earned Income Tax Credit (EITC) Outreach efforts.	Completed	Completed	3/03
43 To set aside \$100,000 to support a Drughouse Shutdown Initiative.	Completed	Completed	12/03
44 Facilitate the elimination of drugs in various rental properties.	Completed	Completed	5/03
45 Support the renovation of the Central Health Clinic.	In process	In process	6/03
46 Create a neighborhood pride center to deal with crime and litter.	In process	In process	7/03
47 Institute redevelopment projects in Neighborhood Revitalization Strategy Areas (NRSA) and City Redevelopment Focus Districts.	Completed	Completed	12/03
48 Additional development resources totaling \$30 million.	Completed	Completed	12/03
49 Fully implement managed competition.	See Report	See Report	N/A
50 To hire a Managed Competition Czar.	Completed	Completed	6/03
51 Process to issue Request for Proposals (RFPs) for managed competition.	See report	See report	N/A
52 Managed competition process for services identified in the consultant's report dated September 13, 2002.	See report	See report	N/A
53 Managed competition process for street sweeping, operation of the Convention Center, fuel management, and computing and telecommunications.	See report	See report	N/A

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APPENDIX B

EXECUTIVE PERFORMANCE CONTRACTS

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**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: William V. Langevin

Title: Director

Department: Buildings and Inspections

Contract Term: 2005-2006

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my departments key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1 GENERAL FUND INDEPENDENCE

Objective: To enhance revenues to move B&I toward budgetary self-sufficiency.

Activity: Work with B&E to enhance current fee schedule and seek subsequent fee increase ordinance

Activity: Identify premium services already offered and establish fees for same

Activity: Develop additional premium services and establish fees for same

Key partners (stakeholders): City Council, Department of Finance, permit applicants

Completion date (by quarter): 1st Quarter, 2005

Key Priority Area #2 COMPLAINT-BASED INSPECTIONS

Objective: To expand proactive Concentrated Code Enforcement Program (CCE).

Activity: Disseminate information about CCE to all City-recognized Community Councils

Activity: Receive Community Council input relative to areas needing CCE

Activity: Conduct CCE inspections year-round in all fifty-two neighborhoods each year

Key partners (stakeholders): City-recognized Community Councils

Completion date (by quarter): Ongoing

Key Priority Area #3 CPOP AND CERT ACTIVITIES

Objective: Program participation

Activity: Improve communications with related agencies, especially Police

Activity: Share abandoned buildings data with Police

Activity: Contribute to regulatory development

Key partners (stakeholders): CERT and CPOP members

Completion date (by quarter): 2nd Quarter, 2005

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organizations financial challenges, I will strive to build the capacity of my department. The following lists the capacity building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #1 INSPECTOR PRODUCTIVITY

Objective: To cross-train B&I field personnel to enforce CMC regulations not otherwise contained in City Building and Zoning Codes.

Activity: Work with the Law Department and other City agencies to identify those CMC provisions that can be enforced without special certification or licensure to do so

Activity: Compile a listing of such CMC provisions and provide any training required

Activity: _____

Key partners (stakeholders): Inspections Staff, Code Enforcement Task Force

Completion date (by quarter): 3rd Quarter, 2005

Key Priority Area #2 CUSTOMER SERVICE

Objective: Continuously enhance customer service

Activity: Customer Service training

Activity: Customer Service awards for employees

Activity: Monitor performance

Key partners (stakeholders): Staff and customers

Completion date (by quarter): Ongoing

Key Priority Area #3 ZONING CODE REVISION

Objective: Revise newly adopted Zoning Code for ease of enforcement and best quality of life

Activity: Track regulations for improvement

Activity: Work with City Planning to develop applicable revisions

Activity: Zoning enforcement staff communications

Key partners (stakeholders): City Planning, B&I Staff, Communities

Completion date (by quarter): Ongoing

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

As I strive to lead my department and the City organization to higher performance, I am also fully committed to continuously improving my personal skills and abilities and

modeling our organizational values through my behavior. I commit to participate in a multi-factorial feedback process as one technique to uphold my commitment to seek, use, and provide feedback and coaching in order to improve my performance and behavior as well as the performance and behavior of others.

I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

Competency	Activity	Completion Date
Maintain State and National Certifications	Attend seminars and other professional meetings	Ongoing annual
Better Communications	Bi-weekly management staff meetings	Ongoing
Cross training	Expand field inspections	Ongoing
Building Management	Maintain Business Development and Permit Center (BDPC)	Ongoing
Capital Contingency Plan	Work with Finance to set aside for building contingencies	3 rd Quarter, 2005

Approval of Contract:

Signatures:


Executive Signature

11/8/04
Date


City Manager's Office Signature

11/8/04
Date

**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: William Moller

Title: Finance Director

Department: Finance

Contract Term: _____

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1 Accurate and Timely Financial Reporting

Objective: Accurately account for funds and report the City's financial position in accordance with generally accepted accounting principles.

Activity: Provide monthly reports to the Mayor and City Council that show the financial position of each appropriated fund with respect to cash, revenue, and expenditures/encumbrances.

Performance Measurement: Receive an Unqualified Audit Opinion.

Activity: Complete the Annual Comprehensive Financial Report (CAFR) annually.

Performance Measurement: Receive the Certification of Achievement for Financial Reporting from the Government Finance Officers Association (GFOA) annually.

Key partners (stakeholders): Independent Auditor, City Manager, Mayor and City Council.

Completion date (by quarter): CAFR Completion 2nd Quarter
GFOA Award 1st Quarter

Key Priority Area #2 Safe Investing of Public Funds

Objective: Invest public interim funds emphasizing maximum security of principal while meeting the City's daily cash flow needs and earning the highest rate of return.

Activity: Maintain a ladder investment portfolio consistent with the City's Investment Policy.

Activity: Make investments through competitive broker/dealer transactions.

Performance Measurement: Achieve an investment return benchmark defined as 80% of the yield on two-year Treasury notes and 20% of the three month yield on the State of Ohio Investment Pool.

Key partners (stakeholders): Broker/dealers, City Manager, Mayor and City Council.

Completion date (by quarter): 4th Quarter

Key Priority Area #3 Collect All Income Tax Revenue

Objective: Maximize the collection of income tax revenue legitimately owed to the City.

Activity: Implement legislation approved for the electronic payment of taxes and W-2 submissions for large employers.

Performance Measurement: Implementation of electronic payments.

Key partners (stakeholders): Taxpayers, City Manager, Mayor and City Council.

Completion date (by quarter): 3rd Quarter

Activity: Identify individuals and businesses that owe taxes but have not established accounts with the City by cross-referencing databases including federal, state, Cincinnati vendor, and Cincinnati building permit files.

Performance Measurement: 1,000 taxpayers identified.

Key partners (stakeholders): Taxpayers, City Manager, Mayor and City Council.

Completion date (by quarter): 4th Quarter

Objective: Increase responsiveness to customers through timely refunds and timely response to calls for service.

Activity: Answer telephone calls and send refunds in a timely manner.

Performance Measurement: Answer 90% of phone calls in 30 seconds. Provide 98% of refunds within 90 days.

Key partners (stakeholders): Taxpayers.

Completion date (by quarter): 4th Quarter

Key Priority Area #4 Accurate Forecasting of Revenue and Expenditures

Objective: Prepare a Six-year General Fund Forecast in even numbered years and update it in the intervening years.

Activity: With the assistance of an econometric consultant develop estimates for income tax, property tax, other selected revenue, as well as inflation increase factors for selected expenditures.

Performance Measurement: Achieve a difference between estimated revenue and actual revenue and estimated expenditures and actual expenditures of no more than 3% annually.

Key partners (stakeholders): Executive Budget Committee, Mayor and City Council.

Completion date (by quarter): 4th Quarter

Key Priority Area #5 Informative and Timely Budget Development

Objective: To develop and submit budgets that are proficient or outstanding as policy documents, financial plans, operations guides, and communication devices.

Activity: Prepare and submit recommended budgets that conform to Government Finance Officers Association budget presentation criteria.

Performance Measurement: Receive the Distinguished Budget Presentation Award from the Government Finance Officers Association.

Key partners (stakeholders): Executive Budget Committee, Mayor and City Council.

Completion date (by quarter): 4th Quarter

Key Priority Area #6 Maintenance of Adequate Fund Balance

Objective: Develop biennial budgets for each appropriated fund that provide prudent fund and reserve balances.

Activity: Prepare and submit balanced recommended budgets to the City Manager in accordance with the annual budget schedule.

Performance Measurement: Recommended budgeted fund balances and available reserves are at least 5%-10% of annual revenue for each appropriated fund.

Key partners (stakeholders): Executive Budget Committee, City Departments, Mayor and City Council.

Completion date (by quarter): 4th Quarter

Key Priority Area #7 Maintenance of City Bond Rating

Objective: Maintain the City's bond rating for General Obligation and Revenue Bonds assuming adequate reserves and manageable debt.

Activity: Develop and present financial information that reflects the City's strong financial position and prudent debt management.

Activity: Develop official statements for bond sales that accurately describe the bonds to be offered, the City's financial position, and the City's ability to retire debt.

Performance Measurement: AA+/Aa1 bond rating or higher.

Key partners (stakeholders): Executive Budget Committee, Mayor and City Council.

Completion date (by quarter): 2nd Quarter

Key Priority Area #8 Maintenance of Retirement Benefits

Objective: Provide adequate long-term funding of the Retirement System.

Activity: Complete the Asset/Liability Study that will establish an asset allocation strategy, risk tolerance, and an active/passive asset management risk level.

Performance Measurement: Complete the study, in conjunction with the Board of Trustees.

Key partners (stakeholders): City Employees, Board of Trustees, Mayor and City Council.

Completion date (by quarter): 3rd Quarter

Activity: Complete the Actuarial Assessment of Retirement System plan structure and assumptions, in conjunction with the Board of Trustees, including level of pension and medical funding, contributions to pension and medical, rate of return, and active/passive asset management.

Performance Measurement: Complete assessment.

Key partners (stakeholders): City Employees, Board of Trustees, Mayor and City Council.

Completion date (by quarter): 2nd Quarter

Activity: Establish a regular communications medium to provide information to active and retired members.

Performance Measurement: Mail the first quarterly newsletter.

Key partners (stakeholders): City Employees, Board of Trustees, Mayor and City Council.

Completion date (by quarter): 2nd Quarter

Key Priority Area #9 Control Risk of Financial Loss

Objective: Control risk of financial loss to the City by managing the City's Workers' Compensation self-insurance program.

Activity: Identify and control hazards to employee safety, provide information and training to departments to mitigate employee injuries, provide technical assistance to departments to control loss of work days, support the timely processing of claims.

Performance Measurement: Approval of the City's cost effective self-insurance status.

Key partners (stakeholders): City Departments, Bureau of Workers' Compensation.

Completion date (by quarter): 4th Quarter

Objective: Provide adequate employee health care coverage at a reasonable cost to the City and its employees.

Activity: Develop, in conjunction with the Fire Department and IAFF, a pilot Health and Wellness program involving medical and physical assessment, management of factors that impair health, and measure of progress in maintaining or increasing health.

Performance Measurement: Develop success criteria and implement the program.

Key partners (stakeholders): Fire Department, IAFF.

Completion date (by quarter): 3rd Quarter

Objective: Participate in the Bridges to Excellence Program for the management of diabetes. The program provides incentives to employees and medical providers for the proper management of diabetes.

Activity: Enter into an agreement with the Bridges of Excellence employer consortium, market the program to employees, solicit voluntary participation, and implement the program.

Performance Measurement: Program implementation.

Key partners (stakeholders): City Employees, Medical Providers, and Consortium Members.

Completion date (by quarter): 4th Quarter

Key Priority Area #10 Staff Development

Objective: Expose division heads to state-of-the art finance processes, information, and systems.

Activity: Attend at least one training event per year.

Performance Measurement: Eight events attended.

Key partners (stakeholders): Finance Division Heads.

Completion date (by quarter): 4th Quarter

Section II - Developing Organizational Capacity

Key Priority Area #1 Adequate Internal Controls

Objective: Increase government efficiency by ensuring that internal controls are well designed, properly implemented, and adequately maintained.

Activity: Develop and annually update a Risk Assessment for City government.

Performance Measurement: Submit a Risk Assessment for approval by the City Manager and Operational Audit Committee that identifies areas in which lack of internal controls expose the City to risk of financial loss or loss of public confidence.

Key partners (stakeholders): Operational Audit Committee, City Manager, City Departments.

Completion date (by quarter): 3rd Quarter

Activity: Develop an Annual Audit Plan for City Manager and Operational Audit Committee approval that addresses areas of the most exposure.

Performance Measurement: Approval of the Annual Audit Plan 30 days after the Risk Assessment is completed.

Key partners (stakeholders): Operational Audit Committee, City Manager, City Departments.

Completion date (by quarter): 3rd Quarter

Activity: Complete audits that provide workable recommendations for the improvement of internal controls.

Performance Measurement: Audit recommendations achieve 90% concurrence from the City department being audited.

Key partners (stakeholders): Operational Audit Committee, City Manager, City Departments.

Completion date (by quarter): 4th Quarter

Key Priority Area #2 Fair and Efficient Procurement

Objective: Enable vendors to transact business via the Internet through web-based access to procurement information, bid submission, and bid tracking.

Activity: Implement the AMS Advantage 3 Cincinnati Financial System upgrade.

Performance Measurement: Complete process re-engineering to enable full implementation in 2005.

Key partners (stakeholders): Vendors, City Departments.

Completion date (by quarter): 4th Quarter

Objective: Provide City employees with the ability to procure goods via purchasing cards to reduce paper work and increase efficiency.

Activity: Complete bank contract, select pilot departments, and implement a pilot program.

Performance Measurement: Begin pilot program and evaluate pilot program.

Key partners (stakeholders): Pilot Departments.

Completion date (by quarter): 4th Quarter

Section III – Leading Change and Personal Development

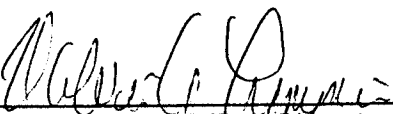
Competency	Activity	Completion Date
Knowledge of state-of-the-art finance processes, information, and systems.	Attend GFOA Annual Conference	June 30, 2004
Knowledge of public pension plans.	Receive Certification of Achievement in Public Plan Policy	September 30, 2005

Approval of Contract:

Signatures:


Executive Signature

9-20-04
Date


City Manager's Office Signature

9/23/04
Date

**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Rodney Prince **Title:** Director

Department: Human Resources **Contract Term:** Fourth Quarter, 2004

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1 Stewardship

As trustees of public resources, to provide the City a progressive human resources system and ensure its integrity.

Objective: Develop and maintain a comprehensive collective bargaining and labor relations strategy.

Activity: Prior to negotiations, establish strategic goals and priorities, which include – safeguarding City resources consistent with City compensation policies, maintaining maximum managerial flexibility and building collaborative working relations with labor representatives.

Activity: Identify contract language in each agreement that acts as a barrier to change and/or limits managerial flexibility.

Activity: As contracts settle, provide information and training to stakeholders to ensure new agreements are communicated, implemented, and administered effectively and accurately.

Key partners (stakeholders): City Council, City Manager's Office, Human Resources, Budget, CODE, AFSCME, FOP.

Completion date (by quarter): Fourth Quarter 2004

Key Priority Area #2 Diversity

Support the City in creating an inclusive work environment and building a workforce that reflects the cultural, ethnic, and racial diversity of the community we serve.

Objective: Increase staff awareness of equity and diversity issues in the workplace.

Activity: Continue to offer training and awareness programs in relation to equity and diversity, and to encourage attendance.

Activity: Prepare and present EEO/Affirmative Action annual report to City Council

Activity: Place electronic version of EEO/Affirmative Action report on City website

Key partners (stakeholders): City Council, City Manager's Office, Human Resources, City Departments.

Completion date (by quarter): First Quarter of 2005

Key Priority Area #3 Staff Development

To foster a work environment that attracts and retains talented individuals by providing support and opportunity for achievement.

Objective: Develop a Workforce Strategic Planning training program.

Activity: Conduct needs assessment and identify knowledge gaps in the area of workforce planning

Activity: Develop training course curriculum for stand alone course and module to be included in new supervisor training program

Activity: Integrate program into the City Manager's Process Redesign Program.

Key partners (stakeholders): City Manager's Office, Human Resources, City Departments

Completion date (by quarter): End of Third Quarter, 2004

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organizations financial challenges, I will strive to build the capacity of my department. The following lists the capacity building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #1: Workforce Strategic Planning

Strategic planning is creating a vision of the future and managing toward that expectancy. It is expected that two top managers in Human Resources will be retiring and succession planning is necessary to provide support for future Department leadership.

Objective: Cross-train staff to develop Human Resource generalist that will more efficiently support any incoming upper managers.

Activity: Develop a Workforce Strategic Plan for the Department of Human Resources

Activity: Identify work programs and functions that would be impacted from the loss of expertise provided by current upper management

Activity: Develop procedure manual for internal Human Resource processes

Key partners (stakeholders): Human Resource management and staff

Completion date (by quarter): Fourth Quarter 2004

Key Priority Area #2 Manage Internal Employee Job Satisfaction

Employee satisfaction hinges on a productive, fulfilling relationship between staff and management

Objective: Increase communication with staff.

Activity: Establish a cross functional team to develop a system to promote employee input regarding department improvement.

Activity: Produce Human Resource annual report with an employee and function output focus

Activity: Schedule regular employee staff meetings for the sole purpose of problem/solution presentations.

Key partners (stakeholders): Human Resources management and staff

Completion date (by quarter): End of Third Quarter 2004

Key Priority Area #3 Staff Development

To foster a work environment that attracts and retains talented individuals by providing support and opportunity for achievement

Objective: Establish career plans for all internal staff.

Activity: Schedule individual employee meetings with senior management to discuss career goals.

Activity: Aid staff to develop personal career plans

Key partners (stakeholders): Human Resource management and staff

Completion date (by quarter): End of Third Quarter of 2004

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

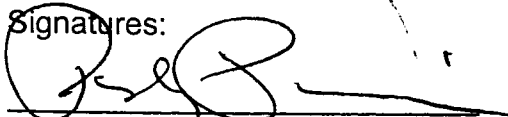
As I strive to lead my department and the City organization to higher performance, I am also fully committed to continuously improving my personal skills and abilities and modeling our organizational values through my behavior. I commit to participate in a multi-factorial feedback process as one technique to uphold my commitment to seek, use, and provide feedback and coaching in order to improve my performance and behavior as well as the performance and behavior of others.

I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

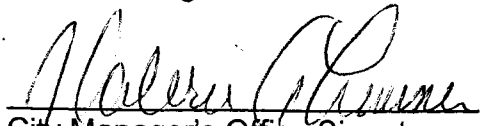
Competency	Activity	Completion Date
Communication	Strategically plan meetings and activities to encourage staff input	Immediately
Delegation	Delegate tasks that will enrich the skills and knowledge of internal staff.	Plan in place by end of second quarter of 2004.
Mentoring	Strategically assign tasks to challenge staff to enhance productivity and functionality.	Individual assessments completed by end of third quarter of 2004. Action plans by end of fourth quarter 2004.

Approval of Contract:

Signatures:


Executive Signature

11/8/04
Date


City Manager's Office Signature

11/8/04
Date

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CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT

Name: J. Rita McNeil

Title: City Solicitor

Department: Law

Contract Term:

Section I – Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan, and will accomplish the initiatives in accordance with established policy procedures.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for completion of work are included, along with key partners necessary to achieve the desired results. I will establish and work to strengthen these key partnerships.

Key Priority Area #1 – Provide effective legal representation on behalf of the City of Cincinnati.

Objective #1 – Assist the City Administration in analyzing, determining and representing the City's interests in upcoming collective bargaining negotiations.

Activity – Actively participate, on behalf of the Administration, in negotiations with representatives of CODE, AFSME, Police and Fire bargaining units.

Performance Measure – Complete negotiation of contracts that are mutually beneficial and agreeable between the City Administration and CODE, AFSME, Police and Fire bargaining units.

Key partners (stakeholders): Department of Law and Human Resources, representatives for CODE, AFSME, Police, and Fire personnel.

Completion Date (by quarter): Dependent upon expiration of organizations' contracts.

Objective #2 – Develop and implement an alternative dispute/claims resolution process for excessive force Police related claims.

Activity – Work with groups involved in the Collaborative Agreement process to establish an alternative dispute/claims resolution process.

Performance Measure – The establishment and implementation of an alternative dispute/claims resolution process that is acceptable to all Parties and the United States Department of Justice.

Key partners (stakeholders): Law and Police Departments, various local parties involved in the Collaborative Agreement, the U.S. Department of Justice, and Independent Monitor.

Completion date (by quarter): Third Quarter

Objective #3 – Improve the success rate for arbitration cases and federal lawsuits regarding alleged police officer misconduct by partnering with the Police Department at the initial stage of the process.

Activity– Establish a policy for Law and Police Department personnel to coordinate the review of alleged police personnel misconduct, and determine the appropriate course of disciplinary action.

Performance Measure – Reduction in the number of disciplinary actions overturned by the Civil Service Commission or arbitrator, as a result of Law and Police Department coordination.

Key partners (stakeholders): Departments of Law and Police.

Completion date (by quarter): Third Quarter

Key Priority Area #2 – Enhance Safety and Quality of Life for Citizens

Objective #1 – Oversee the operation of the Community Prosecution Section, which focuses on safety and quality of life issues, and the coordination and assurance of effective prosecution of cases related to code violations and criminal misconduct in neighborhoods. The Community Prosecution Section also refers building code violation cases to the Hamilton County Court, Housing Docket, for prosecution, with the goal of reducing blight in our neighborhoods.

Activity – Provide a monthly status report to the mayor and members of council that lists the cases before the court, the charges filed against the property/owner, and sentencing.

Performance Measure – Monthly informational reports provided to mayor and members of council.

Key partners (stakeholders): Departments of Law, Police, Fire, Health, Buildings & Inspections.

Completion date (by quarter): N/A for operation of program.

Three monthly reports provided per quarter.

Objective #2 - Improve the success rate for the prosecution of domestic violence cases by using enhanced evidentiary tactics designed to obtain convictions even though victim is not present or is unwilling to cooperate.

Activity – Increase the use of evidentiary tactics to obtain convictions for individuals charged with acts of domestic violence.

Performance Measure – Percentage rate of convictions against individuals charged with committing domestic violence is increased by 80 percent.

Key partners (stakeholders): Law Department, Hamilton County Municipal Court, and victims of domestic violence.

Completion date (by quarter): Begin to increase use of evidentiary tactics – second quarter
Track success rate – quarterly

Objective #3 – Enhance customer service and reduce the timeframe for hearings conducted by the Office of Administrative Hearings.

Activity – Implement procedures that reduce the time for hearings to be scheduled before the Office of Administrative Hearings.

Performance Measure – Customer service is enhanced by an improved hearing scheduling timeframe from the current 60 working days to 45 working days.

Key Partners (stakeholders): Departments of Law, Health Department, Buildings & Inspections.

Completion date (by quarter): Third Quarter

Key Priority Area #3 Enhanced Real Estate Division Services and Employee Development

Objective #1 – Dispose of surplus City-owned real estate for sale to private owners.

Activity – Identify surplus City-owned real estate for sale to private owners and identify potential lease savings.

Performance Measure – Reduced City's expenses as a result of identifying and selling surplus City-owned properties to private owners, realizing a potential savings of \$2,000,000.

Key Partners (stakeholders): Law Department

Completion date (by quarter): End of fourth quarter, 2004
Continuous

Objective #2 – Track status of City-owned property by departments.

Activity – Identify a tracking system that will enable the Real Estate Division to track the status of all City-owned property.

Performance Measure – Implementation of Permits Plus and CAGIS in the Real Estate Division to track the status of City-owned property by department.

Key Partners (stakeholders): All departments controlling City-owned property; CAGIS staff, citizens interested in acquiring property or determining ownership.

Completion date (by quarter): Third Quarter

Objective #3 – Invest in the professional development of all Law Department staff.

Activity – Provide funds for each employee to use for appropriate and required training courses, thus increasing department productivity and efficiency.

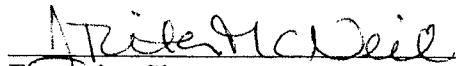
Performance Measure – All staff has utilized funding to attend appropriate and necessary training courses.

Key Partners (stakeholders): Law Department


Completion date (by quarter): N/A Training to be provided throughout year.

Approval of Contract:

Signatures:


Executive Signature

11/8/2004
Date


City Manager's Office Signature

11/8/04
Date

**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Thomas H. Streicher, Jr.

Title: Police Chief

Department: Police

Contract Term:

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1: Public Safety

Objective: Keeping Children Safe

Activity: Update critical response plans for all schools, including area maps, floor plans, evacuation sites and staging areas.

Activity: Provide safety training using School Resource Officers (SROs) who have developed computer based learning programs on ways to keep classrooms and schools safe for students, faculty and administrators

Activity: Implement Community Problem Oriented Policing (CPOP) in schools. SRO's are working with the Board of Education, police district Neighborhood Officers and other city agencies to implement CPOP to address problems such as trespassing, vandalism, assaults and harassment, truancy and other areas where criminal behavior is observed or suspected

Activity: Continue youth delinquency prevention program in partnership with Lighthouse Youth Services to assist youth and their families from becoming involved with the Juvenile Justice System

Activity: Continue to support initiatives and programs with other community partners such as the Cincinnati Human Relations Commission, Police Athletic League and the Recreation Department to improve community/police relations

Key partners (stakeholders): Community, Board of Education, individual schools, Youth Services Section, Neighborhood Officers.

Completion date (by quarter): 4th Quarter, 2004

Objective: Enhance Traffic Safety

Activity: Research viability of red light enforcement via cameras placed at intersections with high accident volumes and implement program. Such systems have demonstrated an ability to reduce injury to citizens and property damage in other communities while concomitantly allowing officers to address crime fighting and other related community priorities.

Key partners (stakeholders): Police Department, Traffic Engineering, Finance, Law Department.

Completion date (by quarter): RFP and vendor selection by 4th quarter. Phase in implementation 1st quarter 2005.

Key Priority Area #2: Crime

Objective: Reduce Violent Crime

Activity: Aggressive response, follow-up and prosecution of felony arrests. The District Violent Crime Squads, Street Corner Drug Units and the Criminal Investigations Section will serve as the cornerstone of this initiative.

Activity: Continue prosecution of violent career criminals who use firearms in the commission of crimes in the Federal court system. Through partnership with the Bureau of Alcohol, Tobacco and Firearms, every effort will be made to identify known violent offenders and prosecute them in the court system yielding the greatest penalty.

Activity: Implement new strategy to solve cold case investigations. A new squad of detectives has been formed within the homicide unit to ensure all open cases are continuously monitored with special emphasis placed on open cases from the past five years.

Activity: Assess Project CINSITE for 2003 criminal activity and identify practices that worked to reduce crime, disorder, drugs and violence; describe resources used and actions taken. Strategies and actions plans will be developed and reported monthly in meetings with command staff, the city manager and mayor. Action plans will be implemented to reduce the number of District hot spots.

Key partners (stakeholders): District personnel. Criminal Investigations Section, Federal agencies, Crime Analysis Unit.

Completion date (by quarter): On-going efforts to reduce crime. Results assessed quarterly throughout the year.

Key Priority Area #3: Use of Force/TASER

Objective: Taser Implementation

Activity: Acquire tasers and train police personnel in their proper usage, including reporting requirements

Activity: Revise use of force policy to reflect use of this new tool.

Activity: All taser deployments will be monitored and evaluated to ensure proper usage.

Key partners (stakeholders): Police Department, Community

Completion date (by quarter): 4th quarter

Key Priority Area #4: Police Community Relations

Objective: Enhance Police Community Relations

Activity: Finalize CPOP training module in collaboration with the Partners to the Collaborative Agreement, including the new Police Partnering Center, and continue to expand CPOP into more neighborhoods.

Activity: Implement Code Enforcement Response Teams (CERT) in each District and integrate this function with CPOP as appropriate. The activity of these teams will also be coordinated with other hot spot initiatives. Activities and plans will be evaluated each quarter.

Key partners (stakeholders): Community Oriented Policing Office, Police Relations Section, Police Partnering Center, other City departments for CERT teams.

Completion date (by quarter): CPOP database, community training 2nd quarter. CPOP team activity and reporting 3rd quarter. CPOP in practice 4th quarter.

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organizations financial challenges, I will strive to build the capacity of my department. The following lists the capacity building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #1 Employee Development

Objective: Ensure opportunities are available for employee training and development at supervisory and command ranks.

Activity: Select Captain or Lieutenant to attend SPI, PELC, FBI Academy, and CLEE

Key partners (stakeholders): Police Academy, Supervisory staff

Completion date (by quarter): Selections normally made in 2nd or 3rd quarter for following year.

Key Priority Area #2: Technology Improvements

Objective: Radio replacement

Activity: Transition to 800 MHz radio system

Activity: New communications facilities

Activity: Emergency 911 phone system replacement

Activity: Employee Tracking Solution (ETS)

Key partners (stakeholders): Police Department, Telecommunications, Hamilton County

Completion date (by quarter): Radio replacement end of 3rd quarter. New facilities 4th quarter move in date. 911 system switchover, 4th quarter. ETS 3rd quarter final acceptance test, 4th quarter project completed.

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

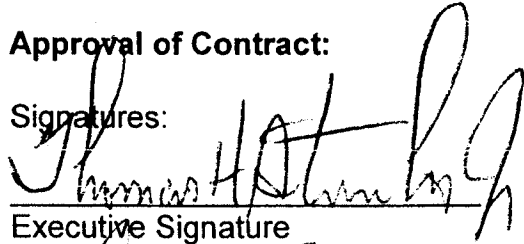
As I strive to lead my department and the City organization to higher performance, I am also fully committed to continuously improving my personal skills and abilities and modeling our organizational values through my behavior. I commit to participate in a multi-factorial feedback process as one technique to uphold my commitment to seek, use, and provide feedback and coaching in order to improve my performance and behavior as well as the performance and behavior of others.

I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

Competency	Activity	Completion Date
Leadership skills and managing change	Networking and best practices evaluation through association with Major Cities Chiefs and the International Association of Chiefs of Police (IACP)	Quarterly/Yearly
Accountability and public trust	Engage in activities to fulfill obligations under the DOJ/ MOA and Collaborative agreements. Actively review current practices and procedures and compare to CALEA standards	Continuous
Integrity, effectiveness and efficiency	Enhanced inspection process with emphasis on supervision that provides direction, ethical decision making, and facilitation of our mission statement and values	Continuous

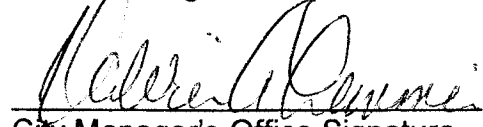
Approval of Contract:

Signatures:


Executive Signature

May 21, 2004

Date


City Manager's Office Signature

5/22/04
Date

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**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: S. Gregory Baker

Title: Executive Manager of Police Relations

Department: Police

Contract Term: January 1-December 31, 2004

Section 1 – Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1 Enhance Police Community Relations

Objective No. 1: Finalize CPOP training module

- Activity No. 1:* Convene meetings between CPD and Community Police Partnering Center to develop curriculum and schedule for training communities.
- Activity No. 2:* CPD and Partnering Center to monitor CPOP neighborhood training for quality, effectiveness and continuous improvement based on course evaluations from community participants.

Objective No. 2: Continue to expand CPOP into more neighborhoods

- Activity No. 1:* CPD and Partnering Center to provide training to neighborhoods prioritizing by crime statistics and participation of residents.

Objective No. 3: Create opportunities to increase the public's understanding of police policies, practices and procedures

- Activity No. 1:* Develop partnership with the University of Cincinnati regarding Greater Cincinnati Survey results.
- Activity No. 2:* Utilize results of CA surveys and evaluation/assessment.
- Activity No. 3:* Utilize communications consultants to assist in developing strategies to disseminate information.
- Activity No. 4:* Finalize report "Criminal Homicides – A Community Issue".

Objective No. 4: Implement the SARA problem-solving process to address the problem of escalating homicides

Completion date (by quarter):

Objective # 1 – 1 st quarter	Objective #3 – ongoing
Objective # 2 – 3 rd quarter	Objective #4 – 3 rd quarter

Objective No. 1: Finalize selection of Evaluation vendor, execute contract and commence surveys/assessments. (CA requires an evaluation component be instituted to conduct surveys of citizens and police analyze racial profiling and other statistical data, as well as evaluate staffing levels and CPOP.)

Activity No 1: Work with CA Partners and Partnering Center to establish a community dialogue and interaction.

Activity No. 1: Directing coordinating and monitoring specific responsibilities of CPD and other City departments to obtain compliance.

Activity No. 3: Prepare regular reports on compliance for submission to the Monitor.

Objective No. 4: Seek additional funding and public support from the DOJ.

Activity No. 1: Continue working with lobbyist to secure federal funding.

Objective No. 5: Coordinate implementation of CPOP.

Activity No. 1: Work with Patrol Bureau Commander on development and deployment of CPOP.

Activity No. 2: Continue to serve as the City's representative on the Community Police Partnering Center Board of Directors.

Activity No. 3: Population of the CPOP Problem Tracking System database.

Objective No. 6: Finalize and update as appropriate Use of Force Policies, including reporting and monitoring.

Activity No. 1: Work with Police ITMS on the development and implementation of the Employee Tracking Solutions (ETS) system.

Objective No. 7: Continue to monitor deployment of all aspects of uses of force and training required under the Agreements.

Key partners (stakeholders): CPD, CA Partners, Community Police Partnering Center

Completion date (by quarter):	Objective #1 – 2 nd quarter	Objective #5 – ongoing
	Objective #2 – 4 th quarter	Objective #6 – 3 rd quarter
	Objective #3 – ongoing	Objective #7 – ongoing
	Objective #4 – ongoing	

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organizations financial challenges, I will strive to build the capacity of my department. The following lists the capacity building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #1 _____

Objective: _____

Activity: _____

Activity: _____

Activity: _____

Key partners (stakeholders): _____

Completion date (by quarter): _____

Key Priority Area #2 _____

Objective: _____

Activity: _____

Activity: _____

Activity: _____

Key partners (stakeholders): _____

Completion date (by quarter): _____

Key Priority Area #3 _____

Objective: _____

Activity: _____

Activity: _____

Activity: _____

Key partners (stakeholders): _____

Completion date (by quarter): _____

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

As I strive to lead my department and the City organization to higher performance, I am also fully committed to continuously improving my personal skills and abilities and modeling our organizational values through my behavior. I commit to participate in a multi-factorial feedback process as one technique to uphold my commitment to seek, use, and provide feedback and coaching in order to improve my performance and behavior as well as the performance and behavior of others.

I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

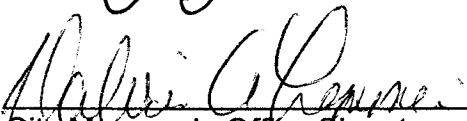
Competency	Activity	Completion Date

Approval of Contract:

Signatures:


Executive Signature

10/4/04
Date


City Manager's Office Signature

10/6/04
Date

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**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Daryl B. Brock

Title: Director

Department: Public Services

Contract Term: One Year

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority #1 Ensure the cleanliness of public space.

Objective:	To maintain or increase service levels in cleanliness programs through the Integrated Services' Solutions Initiative to finding innovative solutions to increase efficiency and economy.
Activity:	To perform a service review and process redesign of the Solid Waste Curbside Collection Program.
Activity:	To perform a service review and process design of the Cincinnati Business District Cleanliness Program.
Activity:	To develop a new private vacant lot cleaning program.
Activity:	To identify alternatives for delivering the same level of recycling service for less cost.
Activity:	To continue outstanding improvements at Findlay Market and Over the Rhine (OTR) by achieving a litter index rating of 1.5.

Key partners (stakeholders): Residents, Findlay Market

Completion date (by quarter): 4th quarter

Key Priority Area #2 Improve City's responsiveness to citizen inquiries and complaints.

Objective: To direct services based upon priority neighborhood needs while improving coordination with the Community Policing Oriented Program (CPOP).

Activity: To develop a new outreach strategy for directing services to priority needs within neighborhoods.

Activity: To develop a plan for expanding the existing Neighborhood Improvement Program, and providing citizens with priority services.

Activity: To begin services under the new neighborhood enhancement strategy.

Activity: To develop a tracking system for reporting accomplishments.

Key partners (stakeholders): Citizens of Cincinnati's 52 communities, community councils

Completion date (by quarter): 4th Quarter

Key Priority Area #3 To protect and provide efficient, effective, and economical management of city assets.

Objective: To replace obsolete and unsafe facilities, and increase the reliability of building systems and equipment at City facilities.

Activity: To identify the site, and prepare site and acquisition plans to build a new Fire Station #9 as described in the Facility asset management program.

Activity: To replace boilers at Firehouse #31 and Cormany Garage.

Activity: To reduce the number of costly breakdowns and repairs of building systems and equipment by continuing the Reliability Maintenance program.

Activity: To relocate the Facility Management Shop in order to sell 918 Elm Street.

Key partners (stakeholders): Real Estate Division, Fire Department

Completion date (by quarter): 4th Quarter

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organization's financial challenges, I will strive to build the capacity of my department. The following lists the capacity-building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity-building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently. I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #1 To increase individual and team capacity for: better customer service when dealing with citizens, managing stress caused by ever-increasing expectations, and learning and using appropriate communication and team building skills.

Objective: To identify and provide in house training on an ongoing basis to all Public Services management personnel.

Activity: To identify and provide customized, practical management training to 50 percent of managers.

Activity: To provide MAXIMO training to key department users.

Activity: To develop Emergency Operation Procedures Training.

Activity: To provide the asphalt paving crew pavement training.

Key partners (stakeholders): Employees

Completion date (by quarter): 4th Quarter

Key Priority Area #2 To improve City's responsiveness to citizens and complaints.

Objective: To enhance the customer service center and hotline through upgraded technology, staff training and coordination with CPOP.

Activity: To hire a Call Center Manager.

Activity: To modify classification specifications and fill call center vacancies.

Activity: To develop a new media relations plan.

Activity: To make telephone and other call center improvements.

Activity: To implement the first phase of the Customer Service Response (CSR) System.

Key partners (stakeholders): RCC and CAGIS

Completion date (by quarter): 3rd Quarter

Key Priority Area #3 To achieve higher performance.

Objective: To improve information technology as a solution to the challenges of reduced staffing and budgets.

Activity: To complete the cost accounting function of the new MAXIMO system at two of three Divisions.

Activity: To reduce data entry cost by enhancing MAXIMO to function with the City Customer Service and MSD Stormwater systems.

Activity: To enhance staff productivity by implementing improved technology at selected areas within Traffic and Road Operations.

Key partners (stakeholders): CAGIS and MSD

Completion date (by quarter): 4th Quarter

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

As I strive to lead my department and the City organization to higher performance, I am also fully committed to continuously improving my personal skills and abilities and modeling our organizational values through my behavior. I commit to participate in a multi-factorial feedback process as one technique to uphold my commitment to seek, use, and provide feedback and coaching in order to improve my performance and behavior as well as the performance and behavior of others.

I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

Competency	Activity	Completion Date
Management/Labor Relations	Lead and monitor the solid waste collection employee performance contract	December 31, 2004
Facility Asset Management	Lead implementation of new asset management system	December 31, 2004

Approval of Contract:

Signatures:

Darryl B. Brock
Executive Signature

5/4/04
Date

Walter A. Rami
City Manager's Office Signature

5/6/04
Date

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**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Ralph G. Renneker **Title:** Director

Department: Regional Computer Center

Contract Term: January – December 2004 (some objectives extend to 2005 and beyond)

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1: Upgrade and Expand City's Communication Infrastructure

Objective #1: Manage rollout of the City's new 800 MHz communications system. All police and fire personnel should be using system by the end of the year.

Activities and dates described in Business Plan.

Key partners (stakeholders): Police and Fire Departments

Key Priority Area #2: Improve the City's Responsiveness to Citizens' Inquiries and Complaints

Objective #1: Design, develop and implement a Customer Service Request system that will be used primarily by the City's call center in Public Services at 591-6000. This enhanced system will:

- allow service requests to be captured against the City's CAGIS maps and tracked to completion
- contain FAQs for each department
- require deployment of increased bandwidth to key City locations.

System rollout will occur in stages over three years, with the first phase to be available by June 25th.

Activities and dates described in Business Plan.

Key partners (stakeholders): Public Services (primary) and other operating departments

Key Priority Area #3: Improve Financial Processing

Objective #1: Complete the upgrade of the City's financial management system – CFS. This upgrade will allow replacement of the City's last mainframe processor; offer new functionality to users and lower system operating costs. System should be deployed by mid-year.

Activities and dates described in Business Plan.

Key partners (stakeholders): Finance Department

Key Priority Area #4: Upgrade Police Communication and Information Technology Systems

Objective #1: Begin the rollout of the COP SMART system to be used by all law enforcement agencies in Hamilton County. This system will allow for field data capture and submission. There will be a pilot test in 2004 and a rollout plan will be developed after evaluation of results of demonstration project. Complete deployment will extend through 2005. (This work is funded by a COPS MORE grant awarded to the Hamilton County Sheriff, CLEAR tax levy funds, and funds from all law enforcement agencies.)

Activities and dates described in Business Plan.

Key partners (stakeholders): Law Enforcement Agencies Countywide

Key Priority Area #5: Enhance the City's Information Technology Service Delivery

Objective #1: Work with the MIS Committee to review IT optimization report developed by outside consultant, Public Technology Inc., to determine implementation strategies for citywide enhancement of IT services.

Objective #2: Implement an information security program to protect the City's electronic assets- data, systems, networks and hardware.

Activities and dates described in Business Plan.

Key partners (stakeholders): City Manager's Office (Executive Sponsor); Finance Department (B&E)

Key Priority Area #6: Implement Commitments under the Department of Justice (DOJ) and Collaborative Agreements

Objective #1: Assist CPD in selecting and contracting with a vendor for the Evaluation Protocol component required under the Collaborative Agreement.

Activities and dates described in Business Plan.

Key partners (stakeholders): Police Department & Parties to the CA

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organizations financial challenges, I will strive to build the capacity of my department. The following lists the capacity building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #1 Radio Shop Operation

Objective: Implement a work order system to help plan and manage the work requirements of the radio shop.

Activity #1: Define system specifications and requirements

Activity #2: Evaluate applicability of telephone billing/work order system (COMPCO), currently being implemented, to Radio Services

Activity #3: If applicable, implement COMPCO; if not, develop RFP or seek internal support for development of application and system.

Key partners (stakeholders): Departments that utilize Radio Shop services.

Completion date (by quarter): 3rd Quarter – Complete specs and determine usability of COMPCO solution.
4th Quarter – Have solution implemented.

Key Priority Area #2 Increased productivity of the RCC

Objective: Complete restructuring of the RCC's shared services program to lower costs and improve accountability for services offered. Research opportunities to extend service offerings.

Activity #1: Consolidate RCC sections – Technical Support, Applications Services, and Computer Operations – into one section to streamline management, reduce costs, and to increase focus on cooperation, by January 1, 2004.

Activity #2: Consolidate Network Design and Network Implementation groups in Technical support section to streamline management, reduce costs, and to increase focus on cooperation, by January 1, 2004.

Key partners (stakeholders): Other RCC Sections and RCC Clients.

Completion date (by quarter): 1st Quarter – Consolidation of RCC shared services complete.

Key Priority Area #3 Financial Management

Objective: Implement a new cost system for the RCC and improve the timeliness and quality of client billing information.

Activity#1: Develop and issue RFP in 3Q04.

Activity #2: Implement solution in 4Q04.

Key partners (stakeholders): RCC Staff

Completion date (by quarter): 4Q04

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

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I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

Competency	Activity	Completion Date
Staff Development	Re-institute “all hands” meetings with RCC staff to share City and County priorities, RCC initiative, and to encourage staff development and be responsive to staff concerns.	Will have two meetings – mid-year and beginning of next year.
City-wide Organizational Change	Show visible support for the Customer Service Request system that moves the City towards more service accountability and sharing of information.	On-going.
RCC Accountability	Will work with County Administration to develop and implement a new contract for services to CLEAR that is in compliance with the County tax levy policy.	12/31/04.

Approval of Contract:

Signatures:

Rafael G. Renuchia
Executive Signature

5/26/04
Date

Melissa C. Renuchia
City Manager's Office Signature

5/28/04
Date

**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Robert J. Campbell, PE, DEE

Title: Acting Director

Department: Sewers

Contract Term: 10/1/04 to 12/31/05

Section I - Strategic Work Production

A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.

Please note: We at MSD also must conform with various initiatives and priorities of the Hamilton County Commission.

B. The following lists my departments key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1: Strategic Initiative #1 Protect the public health through continuing compliance with and increased participation in the development of regulations.

Objective: Goal A: Ensure timely compliance with Consent Decrees and permitting requirements.

Activity: Meet all goals, objectives and measures related to the Consent Decrees through this rating period.

Activity: Meet all goals, objectives and measures related to Phase II, NPDES Stormwater Activities through this rating period.

Key partners (stakeholders): USEPA, OEPA, City Law Department (easement acquisition), City HR (filling needed positions), City Managers Office (contract approvals), Board of County Commissioners (funding approval), County Stormwater Management District

Completion date (by quarter): *Consent Decree:* We will measure our progress monthly, report to EPA quarterly, report exceptions to CM in monthly reports. *NPDES Phase II:* We will measure our progress monthly, report exceptions to the CM in monthly reports.

Key Priority Area #2: Strategic Initiative #2 Economically maintain, expand and enhance our processes and facilities to provide quality services.

Objective: Use watershed-based strategic planning to coordinate and improve short and long term planning for MSD's CIP.

Activity: Create and focus the Planning Section in the Engineering Division to utilize watershed based strategic planning.

Activity: Task the section with coordinating and preparing the annual CIP

Key partners (stakeholders): Internal Stakeholders, Wastewater Collection Division, Wastewater Treatment Division

Completion date (by quarter): Complete by 1st Quarter 2005

Objective: Develop the process for establishing fiscal and delivery controls on capital projects.

Activity: Use good project management to accelerate CIP projects

Activity: Expedite easement acquisition

Key partners (stakeholders): City Purchasing (purchase of Primavera Software)

Completion date (by quarter): Have software installed by 4th Q 04, in use by 2nd Q 05

Objective: Develop and document flood control processes and procedures.

Activity: Review and update performance standards of the flood protection system operated by SMU.

Activity: Review and revise all flood protection O&M manuals.

Key partners (stakeholders): Wastewater Engineering, Wastewater Collections, Wastewater Treatment, DOTE

Completion date (by quarter): Complete review by 2nd Q 05, update by 4th Q 05.

Key Priority Area #3: Continue to build the confidence of our customer's local government officials and regulators.

Objective: Make excellent customer service one of MSD's top priorities.

Activity: Conduct in-depth research on the needs and expectations of our customers, local government officials and regulators.

Activity: Report findings to all stakeholders and customers

Key partners (stakeholders): CM, City Council, Board of CC, elected and appointed officials, rate payers

Completion date (by quarter): Design survey instrument 1st Q 05, perform interviews and analyze data 2nd Q 05, share with stakeholders 3rd Q 05.

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organizations financial challenges, I will strive to build the capacity of my department. The following lists the capacity building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the division or unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels, redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

I will also make sure that a values-based work culture exists within my department to nurture and support capacity development. I agree to model our values through my behavior and to demand values-based behavior from all members of my department.

Key Priority Area #5: Build a cooperative Environment that values the employee and supports MSD's vision

Objective: Resolve internal issues to promote effective communication among divisions, reduce conflict among employees and improve morale.

Activity: Use monthly executive offsite meetings to discuss issues and look for ways to be of assistance to one another.

Activity: Seek to continually align the work of the divisions to create and reinforce the importance of joint accountability in achieving MSD's Vision and Mission.

Activity: Keep in the forefront of this effort the concept of core business and business support services as critical to not losing site of both internal and external customers.

Key partners (stakeholders): Each other, all external customers

Completion date (by quarter): Organize around monthly executive meetings, 4th Q 04.

Objective: Fully utilize the HR team to address major misunderstandings employees have about policies and procedures.

Activity: Research and identify the major misunderstandings

Activity: Prepare and deliver organizational wide a presentation designed to clarify misconceptions and to answer employee questions.

Key partners (stakeholders): MSD employees

Completion date (by quarter): Research and identify 1st Q 05, presentations 2nd Q 05

Objective: Assess the skills and abilities of MSD's workforce, to develop a long range staffing plan and a comprehensive employee development program

Activity: Conduct a District-wide assessment of future staffing requirements.

Activity: Build a strategy for employee development that manages retirements, while continuing to provide service and improve efficiencies.

Key partners (stakeholders): MSD Division leadership

Completion date (by quarter): Complete department staffing plans 3rd Q, 05. Complete assessment 4th Q, 05. Based on outcome of report, begin strategy discussions 4th Q, 05.

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an “administrator of various pieces”.

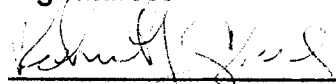
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I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

Competency	Activity	Completion Date
Organizational Management	Annual Labor Management Conf. (Harvard)	Annual Meeting
Current Issues	Attend AMSA Conference	Annual Meetings

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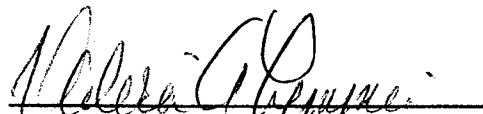
Signatures:



Executive Signature

10/1/04

Date



City Manager's Office Signature

10/4/04

Date

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**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Eileen Enabnit **Title:** Director

Department: Transportation and Engineering **Contract Term:** 1/2005 to 12/2005

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administration priorities.
- B. The following lists my key priority areas from my department's Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

(Activities and completion dates are included in the Departmental Business Plan. Our key stakeholders include other transportation agencies such as OKI and the Hamilton County Engineer's Office, community groups, non-profits, development corporations, institutions, and other departments within the City of Cincinnati, especially Public Services, Economic Development, and Community Development and Planning.)

Key Priority Area #1 Promote safety and mobility for the motoring, walking, and bicycling public.

Objective: Rehabilitate, improve, and enhance the ground transportation infrastructure and public right-of-way.

Objective: Oversee, direct, and coordinate the City's short- and long-term transportation planning.

Objective: Maintain and improve the operation of the City's transportation system.

Key Priority Area #2 Provide continuing prompt, responsive, and considerate customer service.

Objective: Develop systems that allow timely and useful responses to citizen requests and questions.

Objective: Ensure that permitting and other Departmental processes are efficient and effective.

Key Priority Area #3 Contribute towards the long-term vitality, attractiveness, and quality of life in the City of Cincinnati.

Objective: Identify projects, find funding, and implement major new transportation improvements to support development in the City.

Objective: Improve Downtown Cincinnati.

Objective: Identify, design, manage, and implement physical improvements in neighborhood business districts in conjunction with Community Development and Planning.

Objective: Continue to implement the Central Riverfront Master Plan.

Objective: Better the street environment by improving the regulation of advertising benches within the public right-of-way.

Objective: Enhance the appearance of transportation improvements.

Key Priority Area #4 Use the best management practices and operate in the most fiscally responsible manner possible.

Objective: Streamline the planning, design, and construction phases of state and federally funded projects through the Local Public Agency process.

Objective: Improve the project management process.

Objective: Optimize the use of funding.

Key Priority Area #5 Promote safety and mobility for the air traveler.

Objective: Keep the facilities at Lunken and Blue Ash Airports in a safe and well-maintained condition.

Objective: Establish, maintain, and implement the vision of Lunken Airport.

Objective: Generate sufficient funds to fully support the operation of the airports.

Objective: Mitigate the noise impact of Lunken Airport on the surrounding neighborhoods and communities.

Objective: Improve Airport operations, safety, and security.

Key Priority Area #6 Respond to New Departmental Issues. *(See Key Priority Area #1 in the next section for additional objectives and activities.)*

Objective: Develop strategies for maximizing the maintenance of public assets to preserve safety and increase the life span of the City's infrastructure.

Section II - Developing Organizational Capacity

As our organization changes to meet the changing needs of our customers in balance with the organization's financial challenges, I will strive to build the capacity of my department. The following lists the capacity-building objectives needed for my department to accomplish its Strategic Business Plan objectives. These define the new capacity needed within individuals, at the unit level, and/or throughout the organization to successfully move the organization toward higher performance. I understand that capacity building includes creating and maintaining an effective management and leadership team, improving technology at all levels,

redesigning processes as needed, and developing staff. I commit to the development and continuous improvement of people, strategies, structures, and systems that will increase our ability to perform more effectively and efficiently.

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Key Priority Area #1 Respond to New Departmental Issues. *(See Strategic Business Plan for Activities, Key Partners, and Completion Dates.)*

Objective: Develop and establish a strategy for succession planning and knowledge transfer to deal with the impending retirement of experienced City staff and the potential for loss of valuable information, perspective, relationships, and expertise.

Objective: Better define, clearly communicate, and regularly measure priorities and performance measures to help ensure the best possible outcome for the Department.

Key Priority Area #2 Maximize Effectiveness and Efficiency.

Objective: Improve existing and develop new project budget tracking programs to improve accountability and enhance ability to manage project budgets.

Activity: Form internal team to identify issues.

Activity: Identify critical information needed and time frame when needed.

Activity: Develop systems to provide the necessary information.

Activity: Complete follow up evaluation and make corrections as needed.

Key partners (stakeholders): Budget and Evaluation, IT

Completion date (by quarter): 3rd Quarter, 2005

Objective: Streamline internal administrative, as well as customer-oriented processes, to reduce redundancy, unnecessary steps, and delays.

Activity: Identify and prioritize processes to be addressed.

Activity: Form appropriate team to examine highest priority process. Team should include users, owners, and customers of process

Activity: Map existing process.

Activity: Challenge all steps of existing process, identify improvements, and map new process.

Activity: Implement changes. Select next process to be streamlined and repeat activities.

Key partners (stakeholders): Budget and Evaluation, IT, City Manager's Office, and TechSolve

Completion date (by quarter): First process completed by end of 1st Quarter

Objective: Share information and training opportunities with other departments and outside partners.

Activity: Establish clearinghouse for training opportunities and opportunities to share these within the Department, within the City, and with outside partners.

Activity: Establish and maintain relationships with possible outside partners who may have training that can benefit members of DOTE. Identify opportunities for shared training and work to accomplish.

Key partners (stakeholders): All City Departments, Ohio Department of Transportation, Federal Aviation Authority, other jurisdictions, etc.

Completion date (by quarter): On going

Objective: Improve coordination within the Department and with other Departments.

Activity: Expand the activities of internal Development Coordination Group.

Activity: Enhance team-building efforts within Department, especially with the Division heads. Increase sharing of perspectives, reliance on each other, and coaching to share strengths.

Activity: Continue to work with Economic Development, Community Development and Planning, and Budget and Evaluation to identify development "hot spots" and try to coordinate transportation improvements and grant applications with development whenever possible.

Key partners (stakeholders): Departments of Economic Development, Community Development and Planning, Budget and Evaluation, and City Manager's Office

Completion date (by quarter): On going

Section III – Leading Change and Personal Development

I understand that for the City organization to improve performance it is vital that I am a change leader. In part, this involves moving my department forward in the process of continuous improvement, continuous learning, and identifying opportunities for working more effectively and efficiently. As a change leader I will be a steward of the whole, moving the City toward systems integration and seamless service delivery. I agree to perform in the context of the whole organization and not as an "administrator of various pieces".

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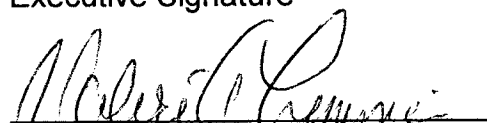
Competency	Activity	Completion Date
Media Savvy	-Develop improvement plan with specific activities and target dates.	January 31, 2005
Negotiating/Mediation	-Identify and attend training in this area.	March 31, 2005
	-Use techniques in one challenging situation.	June 15, 2005
Internal Communication	-Attend Section staff meetings semiannually. -Create opportunities to discuss expectations and departmental objectives with all staff. -Acknowledge feedback and incorporate or make changes as appropriate.	On going

Approval of Contract:

Signatures:


Executive Signature

11/8/04
Date


City Manager's Office Signature

11/8/04
Date

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**CITY OF CINCINNATI
EXECUTIVE PERFORMANCE CONTRACT**

Name: Robert Wright

Title: Fire Chief

Department: Fire Department

Contract Term: 11/04 - 11/05

Section I - Strategic Work Production

- A. I am committed to my department's performance as defined by our Strategic Business Plan and will accomplish the strategic initiatives in accordance with City Council, Mayoral, and Administrative priorities.
- B. The following lists my department's key strategic priorities from our Strategic Business Plan. The activities and schedules for work completion are included along with key partners needed to produce the desired results. I agree to establish and continuously strengthen the necessary partnerships.

Key Priority Area #1: Make sure timely and appropriate resources are dispatched to requests for service that match citizens' expectations in respect of service excellence and equity. This should provide long-term benefits to the entire community.

Objective: Meet the increasing customer requests for fire, EMS, and other emergency services in a manner that demonstrates our desire to address the urgency of the customers while addressing the need to ensure the safety of the first responders.

Activity: Provide activities that increase the technical knowledge of firefighters.

Activity: Determine if there is an efficient allocation and distribution of resources. Identify actual and potential organizational capabilities.

Activity: Create or adopt policies for equitable outcomes and quality services.

- Measure station turnout times, in accordance with NFPA Standard 1710, for first due engine companies and ladder companies for fire calls
- Measure station/unit turnout times, in accordance with NFPA Standard 1710, for EMS calls
- Measure on-scene times, IAW with NFPA Standard 1710, for one alarm assignments

Key partners (stakeholders): Firefighters, fire staff, firefighters' union, dispatch personnel, and citizens

Completion date (by quarter): 4th Quarter

Key Priority Area #2: Decrease the number of residential fire deaths

Objective: Develop a continuously safe community by increasing the safety and survivability of city residents from the thermal effects and toxic by-products of fires that occur in residential occupancies.

Activity: Develop public fire education programs that target high risk populations (e.g., children under 14 and senior citizens over 65). First phase will attempt to reach 50% of all 1st and 2nd graders in the public and private schools.

Activity: Expand or create public information programs designed to deliver fire safety messages either electronically or through written materials

Activity: Continue to support the smoke detector and battery give-away programs.

Activity: Identify new symbolic and practical mechanisms that will enable the department to reach more citizens with its fire safety message.

Activity: Encourage the installation of fire detection and protection systems.

Key partners (stakeholders): Cincinnati Public Schools, Catholic Archdiocese schools, private and charter schools, firefighters, community groups, and citizens

Completion date (by quarter): 4th Quarter

Priority Area #3 Shift the emphasis in the Fire Department operations from an inherently reactionary service provider to a more proactive service provider.

Objective: To position the Fire Department to become one of the leaders in preventing harm to our citizens through targeted prevention and education. Industry standards, social advocacy groups, legislative bodies, and other forces beyond the control of the Fire Department are demanding a more responsive first responder service with higher standards of care but minimal costs. However, often these mandates are costly and take a long time to implement. Frequently, there is very little time or money to adapt to such mandates. Given those economic and operational realities, it makes sense to lower demand for the more expensive parts of the department's operations.

The department could provide programs with long-term benefits to the entire community through public fire education, code development, arson prevention and detection programs, hazard abatement and mitigation programs, building plans review, etc.

Activity: Analyze organizational internal and external change requirements (cost-benefits review).

Activity: Develop comprehensive plans to respond to determine the magnitude of the change requirements. Address and select techniques to promote the change.

Activity: Perform tasks required to ensure successful change implementation

Activity: Evaluate/modify prescribed organizational change

Key partners (stakeholders): Citizens, firefighters, City Council, Firefighter Union Local 48, Fire staff

Completion date (by quarter): 4th Quarter

Section II - Developing Organizational Capacity

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Key Priority Area #1: Officer/Leadership Training

Objective: Institute training that increases the competency and leadership qualities of all company level and chief officer level employees.

Activity: Determine organizational change requirements by conducting an assessment of professional standards, or lack thereof, affecting service delivery, safety, customer-service and effectiveness.

Activity: Compare organizational conditions to existing mission, standards, community values, and fire service norms.

Activity: Determine the pace, scope, and depth of the program.

Activity: Identify resources needed to construct a quality program.

Activity: Develop the course and identify the related considerations for delivering the courses.

Activity: Provide the training and evaluate its effectiveness

Key partners (stakeholders): _Fire company officers, chief officers, Firefighters' Local 48, Fire Department training staff, City Human Resources Department staff, __

Completion date (by quarter): 4th Quarter

Key Priority Area #2: Recruit a Diverse and Competent Workforce

Objective: To achieve a public image of greater inclusiveness in the Fire Department and where all potential candidates feel welcome and know they can function productively together with all employees.

Activity: Evaluate the role, function, and effectiveness of the department's recruiting unit and fire cadet program.

Activity: Develop an action plan for increasing the effectiveness of the recruiting unit and fire cadet program.

Activity: Work collaboratively with the Cincinnati Public Schools and Cincinnati State College to develop a systematic approach that prepares city youth to successfully compete for careers in the Fire Department (i.e., institutionalizes a culturally diverse workforce).

Key partners (stakeholders): The Cincinnati Public Schools System, Cincinnati State College, The City Human Resources Department, Firefighters' Union Local 48, Cincinnati African-American Firefighters' Association, Fire Department staff.

Completion date (by quarter): 4th Quarter

Key Priority Area #3: Improve the information management system

Objective: Find opportunities to improve service delivery to citizens, businesses, and other groups and/or reduce costs for the department.

Activity: Identify ways to make it easier for firefighters to access and make better use of information in the Cincinnati Area Geographical Information System (CAGIS). In many cases, this will improve service at the neighborhood level.

Activity: Work cooperatively with all city agencies to make sure that we have database synchronization for all data concerning our employees. This should serve to eliminate duplication of efforts in regards to personnel information and payroll information.

Activity: Replace hardcopy documents associated with Emergency Medical Service (EMS) billing and Motor Vehicle Accident (MVA) with an electronic records management system.

Key partners (stakeholders): Firefighters, RCC-CAGIS, CHRIS employees, EMS billing vendor, MVA billing vendor, Finance Department, Fire Department staff.

Completion date (by quarter): 4th Quarter

Section III – Leading Change and Personal Development

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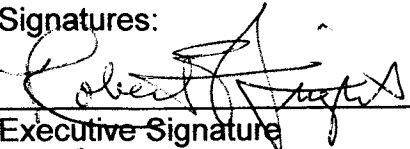
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I have determined that I will focus on the competencies in the following table for personal development. I will complete the listed activities to strengthen the related competency.

Competency	Activity	Completion Date
Team Work	Lecture-Presentation	2 nd Quarter
Accountability	Lecture-Presentation	2 nd Quarter
Leadership	Lecture-Presentation	3 rd Quarter
Organizational Excellence	Lecture-Presentation	4 th Quarter
Managing Change	Lecture-Presentation	4 th Quarter

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Signatures:


Executive Signature

11-9-04
Date


City Manager's Office Signature

11/9/04
Date